



PEOPLE

Unlocking the creative potential in every WPP employee.

WHO'S IN CHARGE?

Our Chief People Officer sets our global talent strategy in support of leadership and our global people teams, and champions diversity, equity and an inclusive culture across our companies. The Chief People Officer also promotes our core values of being open, optimistic and committed to extraordinary work throughout WPP, which enables us to attract, retain and grow the best diverse talent.

Our Code of Business Conduct, Human Rights Policy Statement and Sustainability Policy set out our core principles for people management.

HOW ARE WE DOING?



¹ This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2021. For PwC's 2021 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2021' for assured metrics, see page 58.

² Executive leadership roles are defined by WPP as the agency board and executive leadership population as reported through WPP's financial reporting system.

IN THIS SECTION

SKILLS, TRAINING AND DEVELOPMENT

Creating opportunities for our people to learn and develop.

REWARD AND REMUNERATION

Offering attractive remuneration and benefits to win the competition for talent.

DIVERSITY, EQUITY AND INCLUSION

Increasing diversity and fostering the best possible culture. Includes gender and ethnicity diversity data.

UK GENDER PAY GAP

WPP UK Gender Pay Gap Report 2021.

LISTENING AND ENGAGING WITH OUR PEOPLE

How we listen to and engage with our people.

LABOUR RELATIONS

Supporting the rights of our people to join trade unions and to bargain collectively.

HEALTH, SAFETY AND WELLBEING

Supporting our people's physical and mental health and wellbeing.

DEGREE INCLUSIVE

Let's design for a fairer and more inclusive world.

OFFER
EXPERIENCE

AGENCY
WUNDERMAN THOMPSON,
BUENOS AIRES

CLIENT
UNILEVER

15% of the world's population has a disability, yet products and experiences are still not designed with this community in mind. Across the beauty and personal care industry, there is currently no deodorant product to use that's suitable for people with upper extremity impairment or visual impairment.

Degree Deodorant – maker of the world's #1 antiperspirant – is committed to inspiring confidence in everyone to be active and move more. Degree believes no one should be held back from breaking a sweat and enjoying the transformative benefits of movement.

Degree Inclusive is the world's first inclusive deodorant built for people with visual impairment and upper extremity impairment, co-created by an inclusive team of design experts from Wunderman Thompson and SOUR, including occupational therapists, engineers, consultants and people living with disabilities across the globe.

An innovative deodorant designed for the future, Degree Inclusive is inspiring change across the industry.

2bn+
media impressions

72k
organic impressions
in one week

Awards

Cannes Lions, Innovation Grand Prix
Fast Company, Innovation by Design Award
SXSW Innovation Award winner



UNLOCKING OUR CREATIVE POTENTIAL

Activating our purpose starts with our people. Which is why it is our ambition to unlock the creative potential in every WPP employee.

SKILLS, TRAINING AND DEVELOPMENT

Talent is the life-force of WPP. By investing in training and development, we strengthen our creative, technical and leadership skills – including the skills needed to advise our clients on sustainability.

Providing our people with opportunities for training and for professional and personal development also helps keep them engaged in their work and with the Company.

ENABLING CAREER GROWTH

Due to our size and global reach we are uniquely positioned to offer our people excellent growth and mobility opportunities across some of the most exciting, creative companies in the world, with the power to drive meaningful impact on the world around us.

In March 2021, we launched Career Explorer to provide greater transparency into job openings across the network. Over 2021, our companies posted more than 10,000 roles on the platform, receiving over 430,000 views on our internal and external websites.

INVESTING IN LEARNING

In 2021, we invested £29.7 million in learning and development opportunities for our people, a 51% increase from the previous year. We plan to invest an additional £150 million annually in our people by 2025.

Development needs are assessed during a formal appraisal process.

During 2021 we continued to work with our leading technology partners such as Adobe, Amazon, Google, Microsoft, Salesforce and TikTok to enhance our technical expertise and gained over 30,000 accreditations and certifications.

We doubled down on programmes for women, people of colour and the next generation of leaders, because we know our growth depends on effective, diverse leadership.

One example is Elevate, a United States sponsorship programme designed to provide tools to support Black women in their career growth, personal development, and wellbeing. 20% of participants from the first cohort were either promoted or received a raise within eight weeks. In 2022, we are expanding Elevate to the UK.

Our Inclusive Leadership Learning Experience provided 1,000 mid-level managers with the skills needed to embed inclusive ways of working across the employee experience, and will expand to more than 40,000 managers in the coming year.

Our people can also access online courses through LinkedIn Learning, which provides thousands of courses via desktop or mobile devices.

We follow up with training participants to assess the effectiveness of a course and whether it has helped improve performance at work.

51%

increase in year-on-year staff training and development spend

£150m

planned investment annually by 2025 in our people

30,000+

employee accreditations and certifications earned from our leading technology partners such as Adobe, Amazon, Google, Microsoft and Salesforce (2020: 21,000+)

1,000

mid-level managers trained in inclusive leadership with the aim to train 40,000+ in 2022

SKILLS, TRAINING AND DEVELOPMENT CONTINUED

INTERNSHIPS AND APPRENTICESHIPS

Internships and apprenticeships provide young people with valuable experience and WPP with access to an additional talent pool. All our internships and apprenticeships are paid positions that are accessible to people from all backgrounds. Many of our internships are designed to attract diverse candidates. For example, our NextGen Leaders – the first-of-its-kind virtual programme that aims to provide learning, growth and professional development opportunities – has become an integral part of our early-career talent strategy. In our second series we welcomed 1,400 participants from diverse backgrounds, 65% more than in 2020.

In 2021, the Company offered 8,195 paid internships and apprenticeships (2020: 7,190) in more than 50 countries, primarily in Brazil, China, France, Germany and United States.

i Read more about our NextGen Leaders Series on page 20

EDUCATION PARTNERSHIPS

Through partnerships including with The LaGrant Foundation in the United States and Brixton Finishing School in the UK, we are attracting different voices and perspectives to WPP. Many senior staff also share their

time and expertise with not-for-profit organisations and academic institutions as visiting lecturers and teachers.

During the year we partnered with The One Club for Creativity to host the Behind the Stonewall Riots competition for Black LGBTQ+ creatives, awarding the winners internship opportunities at WPP (see 'LGBTQ+' on page 24).

CLIMATE TRAINING

We are training our people in carbon reduction and climate-related issues.

In 2021, we continued to train our people to deliver net zero products and services through programmes such as AdGreen, an initiative to unite the advertising industry in eliminating the negative environmental impacts of production (page 34), and to innovate on behalf of our clients through initiatives like Change the Brief, now open-sourced across our industry through the Change the Brief Alliance. To deliver our net zero strategy we are developing training and resources to upskill our people on climate-related issues, from GroupM's new climate fundamentals training to our Sustainability playbook, which will be updated in 2022.

8,000+

paid internships in 50+ countries

1,400

NextGen Leaders participants, more than double the amount of 2020

REWARD AND REMUNERATION

The competition for talented people in our industry is fierce. To win, we need to offer attractive remuneration and benefits alongside rewarding work with opportunities to learn and develop.

We consult our employees about significant changes to remuneration policy. For example, Jasmine Whitbread, Chair of the Compensation Committee, the WPP Chief People Officer and the Global Reward and Performance Director attended Workforce Advisory Panel meetings and engaged with members on remuneration and the impact of remuneration policy and outcomes (see page 27). Not all markets offer identical benefits, but they typically include retirement savings plans, health and wellness programmes, employee assistance schemes and life assurance.

Our pay for performance philosophy applies throughout the Company and the leadership team believes our people should be rewarded for such outstanding performance in 2021. A record bonus pool will be extended to a wider group of

employees than is typical, with over half of employees receiving some form of annual bonus to recognise their efforts in 2021.

Senior people may participate in share-based incentive plans that align their reward with that of our shareholders. WPP has operated worldwide stock option plans since 1997 and made grants to more than 43,000 eligible employees in 2021. Since 1997, approximately 206,000 employees have been granted more than 105 million shares.

Executive pay is set in accordance with our Directors' Compensation Policy and the UK Corporate Governance Code. The Policy is designed to attract and retain the best available talent by incentivising Directors to develop their skills and their teams, and so deliver excellent client service and sustainable shareholder returns. In 2021 we included diversity, equity and inclusion goals in our incentive plans for senior executives for the first time, and carbon-reduction in incentive plans for Executive Directors.

i Find information about the CEO pay ratio in our Annual Report 2021, page 153

50%+

employees awarded some form of annual bonus to recognise their efforts in 2021

43,000+

employees eligible for WPP stock option plans (2020: 42,000+)

2021

diversity, equity and inclusion goals included in incentive plans for senior executives for the first time in 2021

NEXTGEN LEADERS

Unlocking WPP for the next generation.

Our ambition is to lower the barrier to entry into the creative industry and create a robust pipeline of early talent for WPP and our clients. In 2020, amidst the challenges of the global pandemic, we created NextGen Leaders, a ten-week virtual learning programme for college students and recent graduates across the globe.

The programme provides participants with insights into the marketing industry and an in-depth look at WPP – from our culture to creativity and innovation, and how we work with our clients.

In our second series in July 2021, 100 leaders from across more than 20 WPP companies welcomed 1,400 participants. NextGen has inclusion at its core, which is reflected in the diverse pool of participants:

- 50% of participants in the US and UK identified as Black, Asian or LatinX
- 60% identified as female
- 11% identified as LGBTQ+
- 8% identified as having a disability/ neurodiversity¹

All participants received a certificate of completion from Coursera and many secured internships or full-time positions across WPP.

For our third series, we want to continue to attract a diverse population with a goal of doubling the number of participants to 3,000 globally. We will work closely with WPP agencies to understand hiring needs, mapping internship and early-career roles for NextGen graduates.

1,400
participants

50%
of participants in the US & UK identified as Black, Asian or LatinX

100
leaders from across WPP

11%
11% of participants identified as LGBTQ+



¹ Percentages reflect those participants who responded to the survey.



I never thought I'd learn so much in only 10 weeks! It was a game-changer for me. Interacting with WPP leaders across the world has helped me understand the power of creativity, innovation and technology. It has shed a light on the importance of diversity and inclusion and how critical it is to embrace yourself no matter who you are, where you are from or what your background is.

FARAH BOUGUERRA
Tunisia



I got to learn so many different things throughout the course and the live sessions. Additionally, it even broadened my network. It was definitely an opportunity that I am glad that I could take part in.

MADHURA MAZUMDAR
India



A sincere thank you to Mark Read and to all of WPP. I am grateful for this opportunity that allowed me to better understand the different brands, their way of working, how they manage to create a link with their consumers, the process of setting up an advertising campaign, the questions to ask, and so much more.

BENJAMIN KODJO KOGBLE
Togo



INCLUSIVE LEADERSHIP

Building inclusion as a skill in a hybrid world.

We've heard from our people that they want to work somewhere with an inclusive culture. A place where they can be their true, authentic selves and are trusted and relied upon to do their best, most creative work. Our goal is to help remove the barriers that may prevent people from thriving. We believe inclusion is a skill to be developed – one that requires knowledge, practice and action – and we know managers play a critical role in creating an inclusive employee experience. They hold the keys to increasing retention and promotion through more inclusive leadership behaviours.

Inclusive Leadership in a Hybrid World is a five-week, interactive, live and on-demand experience delivered in bite-sized moments of engagement. The experience aims to leave participants with a roadmap for how to build themselves into a more inclusive leader, resulting in better decision-making, an increased sense of belonging and greater accountability.

Designed in partnership with UniWorld Group (UWG), a WPP associate, the learning experience provided the foundations of DE&I, how to build trust amongst a team, how to apply cultural intelligence and the fundamentals of inclusive leadership in a hybrid world.

We launched a pilot in 2021 with a cross-section of 1,000 mid-level managers across five companies and four countries (China, India, UK and United States).

Our long-term goal is to make this learning experience available to everyone across WPP, starting with 40,000 managers globally in 2022.

40,000
managers to be
trained by 2022



In partnership with
UniWorld Group



DIVERSITY, EQUITY AND INCLUSION

FOSTERING THE BEST POSSIBLE CULTURE

When all our people feel secure, safe and confident to share their ideas, it has a direct impact on creativity and the power of collaboration.

We put the principles of diversity, equity and inclusion (DE&I) at the centre of everything we do, from how we hire and grow our people, to how we ensure our philosophy on performance management prioritises fairness and equity. Our ambition is to create workplaces where our people feel not only that they have opportunities to thrive, but also that they are celebrated.

Our Code of Business Conduct sets out our commitment to select and promote our people without discrimination or concern for factors such as sex, gender, race and ethnicity, sexual orientation, age, religion, disability or family status. This Code applies to all our people.

In 2021, we piloted our Inclusive Leadership in a Hybrid World learning experience for 1,000 mid-level managers to help equip them with the skills needed to embed inclusive ways of working across the employee experience. We will expand the programme to more than 40,000 managers in the coming year.

We also created a central team to better support and share best practice across our 150 active employee resource groups. These groups are centres of inspiration, passion and connection.

Read about Unite, our Company-wide LGBTQ+ community, on page 24

To underline the importance of our commitments and to ensure accountability, we included DE&I goals in the annual bonus plans of our leadership across WPP for the first time in 2021. We review progress made against those goals on a regular basis.

ETHNICITY

WORKFORCE DIVERSITY DATA

As part of our commitments to advance racial equity, we published our workforce diversity data in the United States and the UK for the first time in last year's Sustainability Report. Our aim is to hold ourselves accountable as we continue to create an inclusive culture for all our people and improve diversity at all levels of the Company.

Read more about our Racial Equity Programme on pages 44 and 47


ABOUT THE DATA

Our workforce diversity data reporting on page 23 covers our operations in the United States for 2019-2021 and the UK for 2020-2021. We are working on collecting ethnicity data in other markets where we are legally allowed to do so.

Our United States data comes from our Equal Employment Opportunity Commission (EEOC) disclosures. The figures in the table on page 23 cover 100% of our United States' workforce. For the purpose of data analysis, it treats full- and part-time employees the same, with the seniority classifications aligned to EEOC job classification.

The data shown for the UK covers the approximately 75% of our workforce who have disclosed their ethnicity on a confidential basis. The seniority classifications used are aligned with the way in which we categorise employees in our finance system. Our UK data captures employee headcount on a full-time equivalent basis.

Given the differences in data collection and differing job level classifications used in each country, the United States and UK data sets are not directly comparable. To improve our reporting capability and provide a more consistent and global picture of our workforce, we are building a centralised system for gathering and reporting ethnicity data. This will allow for like-for-like comparisons across the United States and UK moving forward and establish a benchmark for our reporting.

For the first time, UK diversity data marked  has been subject to independent limited assurance by PwC (see page 58). We are working to improve the consistency and granularity of United States' data capture so that it can be included in scope for assurance in 2022.

DRIVING SYSTEMIC CHANGE

While the figures show some progress, the data highlights the fact that employees in the UK and the United States from Black, Asian, and other minority ethnic groups are underrepresented at all levels of the Company, especially at senior and leadership levels. We know we still have a huge amount of work to deliver on our commitments to advance racial equity.

Our global Inclusion Council was established to help accelerate change throughout WPP, recommend programmes, policies and initiatives that will systemically create more inclusive and diverse workplaces, remove barriers to progress and assist in setting aspirational targets for elevating under-represented talent. Our network of DE&I leaders, along with other champions of DE&I across our operating companies, also continue to help us drive and accelerate the change we need to see across our agencies highlighting our commitment to sustained momentum.

Last year, we implemented our diverse candidate slate policy in APAC, Canada, the UK and United States, which means that for the first time roles are now specifically marketed and accessible to candidates from underrepresented groups.

We expanded development opportunities for employees of colour. One example is Elevate, a United States' sponsorship programme designed to provide tools to support Black women in their career growth, personal development, and wellbeing. 20% of participants from the first cohort were either promoted or received a raise within eight weeks. In 2022, we are expanding Elevate to the UK. We also nominated 65 Black managers to participate in McKinsey's Manager Accelerator Programme and 29 Black leaders participated in the McKinsey Leadership Development Programme.

In July 2021 we welcomed the second cohort to our NextGen Leaders programme, designed to lower the barrier to entry into the creative industry. In the United States and UK, 50% of participants identified as Black, Asian or LatinX.

WORKFORCE ETHNICITY DATA FOR UNITED STATES AND UK¹

UNITED STATES 2019, 2020 AND 2021 DATA^{2, 4, 5}

Level	Year	Asian	Black or African American	Hispanic or Latino	Other ethnic group ³	Two or more ethnicities	White	Unknown or undisclosed
Senior/Executive Level Managers	2021	6.7%	4.2%	7.2%	0.3%	1.4%	79.7%	0.5%
	2020	5.8%	2.5%	5.2%	0.1%	1.1%	84.4%	0.9%
	2019	5.3%	2.3%	5.0%	0.9%	0.9%	85.6%	0.0%
First/Mid-Level Managers	2021	10.2%	4.6%	8.2%	0.5%	1.6%	74.2%	0.7%
	2020	9.6%	4.4%	7.7%	0.2%	1.5%	76.4%	0.1%
	2019	9.3%	3.7%	7.4%	0.6%	1.7%	77.3%	0.0%
Professionals	2021	13.9%	8.0%	11.2%	0.6%	3.1%	62.0%	1.3%
	2020	13.8%	7.2%	10.7%	0.7%	2.4%	64.1%	1.2%
	2019	13.0%	6.8%	10.3%	2.3%	2.2%	65.5%	0.0%
All Staff	2021	12.4%	6.8%	10.1%	0.5%	2.6%	66.5%	1.0%
	2020	12.3%	6.2%	9.7%	0.4%	2.1%	68.2%	0.9%
	2019	11.7%	5.8%	9.3%	1.7%	2.0%	69.4%	0.0%

UNITED KINGDOM 2020 AND 2021 DATA⁴

Level	Year	Asian	Black	Mixed / Multiple	Other Ethnic Group	White	Unknown or undisclosed
Board Members or Executive Leaders	2021	5.0%	1.2%	1.6%	2.6%	80.0%	9.7%
	2020	3.6%	0.8%	1.7%	1.3%	86.4%	6.1%
	2019	3.5%	1.1%	0.2%	16.0%	79.3%	0.0%
Senior Managers	2021	6.4%	2.5%	2.4%	2.3%	76.2%	10.1%
	2020	5.8%	2.4%	2.6%	2.6%	79.5%	7.1%
	2019	7.0%	1.9%	2.5%	13.6%	75.0%	0.0%
Other Employees	2021	9.1%	4.7%	3.2%	4.0%	60.7%	18.3%
	2020	9.1%	4.7%	2.8%	4.7%	69.2%	9.5%
	2019	9.8%	4.4%	2.8%	14.4%	68.5%	0.0%
All Staff	2021	8.4%	4.2%	3.0%	3.6%	64.5%	16.4%
	2020	8.2%	4.1%	2.7%	4.2%	71.8%	8.9%
	2019	9.0%	3.8%	2.6%	14.4%	70.1%	0.0%

¹ The United States and UK data sets are not directly comparable due to current differences in data collection, differing job level classifications and differences in how full- and part-time employees are captured in employee headcount in each country.

² Our 2021 data will be submitted to EEOC in May 2022.

³ 'Other ethnic group' includes data for native American and native Hawaiian disclosures. These are no greater than 0.4% at each level.

⁴ Changes in our US and UK data reflect a number of structural changes we have made to our business in the year, including disposals, as well as employee attrition.

⁵ US ethnicity data is not subject to assurance in 2021. Data quality issues were identified and we are working towards improving our methods of data capture in 2022.

These metrics were subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2021. For PwC's 2021 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2021' for assured metrics, see page 58.

GENDER BALANCE

We aim to reach gender parity at all levels of our business.

Half (52%) of our senior managers are women (2020: 51%). The proportion of women in executive leadership roles¹ is 39% (2021: 40%). The proportion of women on the Executive Committee increased to 35%, compared with 29% in the previous year. At Board level, the proportion of women is 43% (2020: 43%). In 2021 we were named an industry leader in the Bloomberg Gender-Equality Index for the fourth consecutive year.

To continue advancing gender equity, we expanded our Stella community into India, with over 50 leaders across WPP completing more than 500 hours of mentoring to help guide and inspire 67 aspiring female leaders.

We remain a committed signatory of the Women's Empowerment Principles, a guide for businesses on how to empower women in the workplace, marketplace and community. We are also a proud partner of UN Women. In 2021, we launched #ActForEqual on International Women's Day to mobilise people and businesses ahead of the UN Women's Gender Equality Forum.

UK GENDER PAY GAP

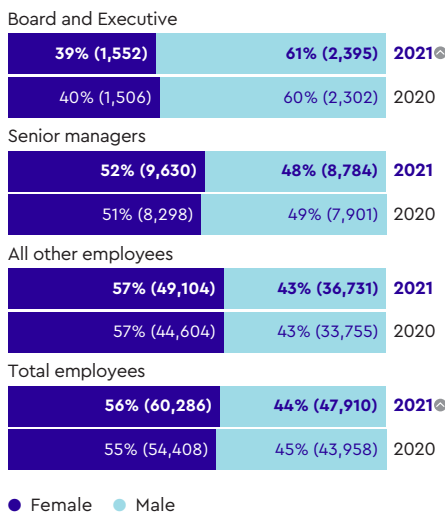
The UK Government requires all UK companies with 250 or more employees to report their gender pay gap information on an annual basis. To give the most representative picture of WPP overall, we publish the consolidated data for all our UK companies with at least 250 employees.

Our 2021 consolidated UK gender pay gap decreased to 15.6% (median) and 22.2% (mean) from 17.5% and 24.6% respectively in 2020. 69% of our individual companies decreased their median pay gaps. In 2021, our median gender bonus gap reduced to 20.3%, compared with 50.0% in 2020, reflecting the lower levels of bonuses paid due to the impact of the pandemic.

Despite this progress, we know we need to go further to close the gender pay gap by focusing on gender balance in the highest pay quartiles. During 2021, we invested in several initiatives (detailed in the report) to attract and promote more women into more senior roles.

¹ 'Executive leadership roles' are defined by WPP as the agency board and executive leadership population as reported through WPP's financial reporting system.
 * This metric was subject to independent limited assurance procedures by PricewaterhouseCoopers LLP ('PwC') for the year ended 31 December 2021. For PwC's 2021 Limited Assurance report and the 'WPP Sustainability Reporting Criteria 2021' for assured metrics see page 58.

GENDER DIVERSITY



Gender diversity figures exclude a small proportion where gender is unknown or undisclosed. In 2021, this accounted for 1% of total headcount.

We will continue to invest in and prioritise the development of women at all levels knowing that it is a top priority for our people and the future success of our business.



UNSTEREOTYPE ALLIANCE

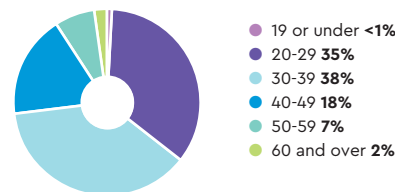
WPP and our agencies support the Unstereotype Alliance, a UN Women initiative that seeks to eradicate harmful gender stereotypes from all media and advertising content. Since its inception, our agencies have been active within the Alliance, making commitments to eradicate stereotypes from their work, producing research that supports the Alliance's manifesto, and promoting diversity within their workforce.

In March 2021, WPP became a founding member of India and Mexico national chapters of the Unstereotype Alliance.

LGBTQ+

WPP Unite, our Company-wide LGBTQ+ community, advises on policies that impact the LGBTQ+ talent of WPP and its agencies to ensure diverse thinking and creativity thrive within WPP's workplaces and within its work. Spearheaded in the UK and United States, in 2021 Unite expanded to Hong Kong and India and in 2022 it will expand to other regions. In 2021, WPP was proud to achieve

AGE DIVERSITY



Age diversity figures exclude a small proportion where age is unknown or undisclosed. In 2021, this accounted for 1% of total headcount.

the highest score of 100% in the Corporate Equality Index, which measures the attractiveness of workplaces for LGBTQ+ employees.

During the year, with the support of Unite, we developed the LGBTQ+ inclusive marketing resource hub, to equip our people with the knowledge, skills and resources to create more inclusive marketing.

We also partnered with The One Club for Creativity to host the Behind the Stonewall Riots competition for Black LGBTQ+ creatives. We invited this community to respond to a brief designed to honour the trans women and gender non-conforming individuals behind the Stonewall Riots, who paved the way for the LGBTQ+ community. In addition to offering all participants access to our NextGen Leaders content, we offered the winners cash prizes and internship and mentoring opportunities at WPP.

Inspired by the brown stripe on the Pride Progress Flag (which we interpreted to represent intersectionality), WPP Unite partnered with sibling network Roots to curate and co-host 'Welcome To My Intersection', a panel event of LGBTQ+ people from across the WPP network bringing their personal stories of intersection to life through spoken word, performance, conversation, and other creative means of storytelling. This event was part of a series of events that ran throughout the month of Pride.

WPP: A GLOBAL COMPANY

NORTH AMERICA

WORKFORCE



GENDER BALANCE TOTAL WORKFORCE



EXECUTIVE LEADERS



UNITED KINGDOM

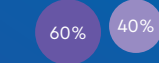
WORKFORCE



GENDER BALANCE TOTAL WORKFORCE



EXECUTIVE LEADERS



WESTERN CONTINENTAL EUROPE

WORKFORCE



GENDER BALANCE TOTAL WORKFORCE



EXECUTIVE LEADERS



CENTRAL & EASTERN EUROPE

WORKFORCE



GENDER BALANCE TOTAL WORKFORCE



EXECUTIVE LEADERS



WORKFORCE

- People employed by WPP agencies in a given region or country

GENDER BALANCE

- Male
- Female

LATIN AMERICA

WORKFORCE



GENDER BALANCE TOTAL WORKFORCE

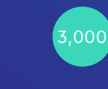


EXECUTIVE LEADERS



AFRICA

WORKFORCE



GENDER BALANCE TOTAL WORKFORCE



EXECUTIVE LEADERS



MIDDLE EAST

WORKFORCE



GENDER BALANCE TOTAL WORKFORCE



EXECUTIVE LEADERS



ASIA PACIFIC

WORKFORCE



GENDER BALANCE TOTAL WORKFORCE



EXECUTIVE LEADERS



DISABILITY

We recruit, select and promote our people on the basis of their qualifications, relevant experience and merit, without discrimination or concern for disability. Candidates are assessed objectively against the requirements of the job, taking account of any reasonable adjustments that may be required for candidates with a disability. For people who develop a disability during their employment, we make adjustments to their working environment or other employment arrangements wherever possible, within a reasonable time frame and in consultation with the employee.

WPP is a proud member of The Valuable 500, a global business collective made up of 500 CEOs and their companies, innovating together for disability inclusion. People who identify as being permanently disabled are the fastest-growing minority in the world and influence more than US\$13 trillion in annual disposable income¹. As part of our commitment, we established a centre of excellence for inclusive design to help our clients make their customer experiences disability inclusive and accessible (for examples, see pages 12 and 17).



¹ Return on Disability, World Federation of Advertisers, September 2020.

**SUPERUNION:
INCLUSIVE BY DESIGN**

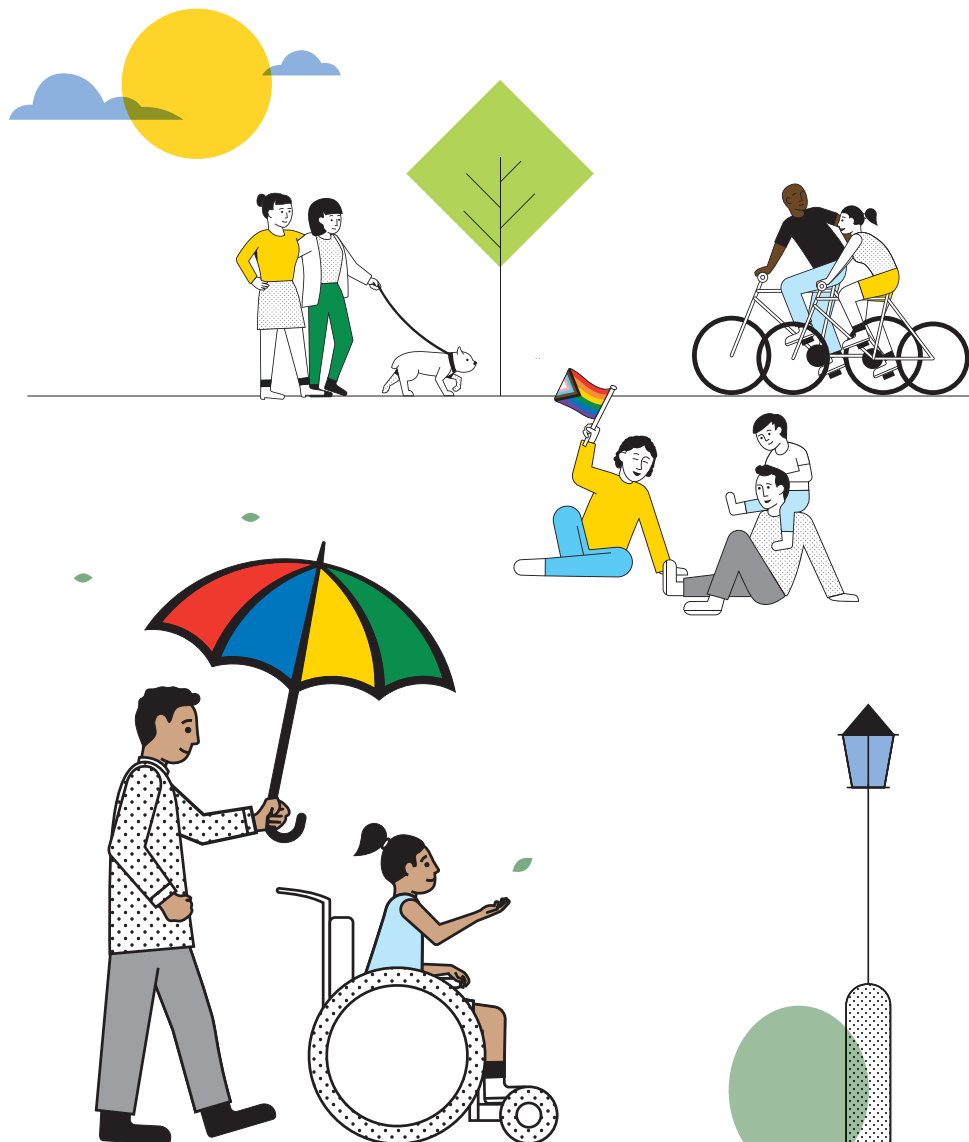
Helping clients express their commitment to social sustainability through creating inclusive and accessible brands

To support our clients on their sustainability journeys, Superunion has created a new four-step methodology to help organisations define their ownable and differentiated sustainability stories, and in turn to deliver on their sustainability goals.

Inclusive design is at the heart of the approach, enabling the creation of brands that are 360° inclusive: representative of the diversity of people and their experiences, challenging stereotypes to drive behaviour and perceptual change, and open and accessible to all.

Take Legal & General, whose purpose is to improve the lives of its customers, build a better society for the long term, and create value for its shareholders. To help the company express its commitment to 'Inclusive Capitalism' and social sustainability through its brand, Superunion created illustration and photography principles which ensured that age, disability, gender, ethnicity, relationships and body shapes are approached in an inclusive and representative way.

In 2021 Superunion was engaged on sustainability-related workstreams with 80% of its top 20 global clients.



LISTENING TO AND ENGAGING WITH OUR PEOPLE

As we adapted to new ways of working, we launched WPP Pulse, our first global Company-wide survey, with more than 43,000 participants across more than 100 countries.

This showed what our people want most from WPP: fulfilling careers, where they grow and discover new ways of working and learning; the opportunity to contribute to inspiring work that creates impact for their clients; and a sense of belonging at a company they are proud to be part of.

Put simply, what we heard determined our focus areas for the year ahead.

As part of our virtual global CEO townhall series, Mark Read was joined by WPP leaders for candid discussions about issues important to our people, with over 44,000 participants tuning in during the year, up from 39,000 in 2020. CEO direct-to-staff emails accumulated over one million unique opens over the year.

Our global internal email newsletter, *The Weekly*, received over 1.3 million opens across 49 editions. WPP TV invited more than 1,000 speakers to share their expertise over 126 episodes, with 200,000 views in total.

ADAPTING TO NEW WAYS OF WORKING

As we navigated Covid-19 restrictions, we learned we can deliver outstanding service for our clients in a flexible working environment. We won pitches without ever having been in the same room and were awarded for inspiring work by teams who had never met in person.

During the year, we continued to build on the new ways to connect that we established at the start of the pandemic.

Our new hybrid working practices are grounded in the reality that work is a part of life, not the other way around, while recognising the important role our campuses and offices play in bringing our people together to create, collaborate, learn and socialise.

BOARD ENGAGEMENT

To ensure our Board understands the views of our employees on WPP's purpose, values and strategy, and to consult on key people issues, WPP established a UK Workforce Advisory Panel (WAP) in 2019. Sponsored by our UK Country Manager, the WAP has representatives from across our UK business who gather feedback from their agencies to feed up to the WPP Board, with Cindy Rose fulfilling the position of designated Non-Executive Director.

During the year, similar People Forums were established in the United States and India to enable further engagement with the Company's global employee base.

Cindy Rose attends the WAP meetings and, where possible, the United States and India People Forums. Cindy presents updates on issues discussed at Board meetings throughout the year and engages and hears from our people on a broad range of topics. The views and insights from the various forums are shared directly with the Board, and the Board's feedback and how the insights have informed decision making is presented back.

Issues raised at the WAP meetings and People Forums included return to office plans and future working environments, diversity and inclusion, sustainability, talent frameworks and development, and mental health and wellbeing.

During 2021, Keith Weed, Sustainability Committee Chair, and Tom Ilube also attended WAP meetings to discuss topics such as sustainability and diversity and inclusion. Jasmine Whitbread, Chair of the Compensation Committee, the WPP Chief People Officer and the Global Head of Reward also attended WAP meetings and engaged with members on remuneration and the impact of remuneration policy and outcomes.

INCLUSION COUNCIL

Our global Inclusion Council was established in 2020 to help accelerate change throughout WPP. Its role is to recommend programmes, policies and initiatives that will systemically create more inclusive and diverse workplaces, provide input on leadership succession, remove barriers to progress and assist in setting aspirational targets for elevating under-represented talent.

To help design the internal grant-making process for our Racial Equity Programme, we held a series of internal listening sessions with the global Inclusion Council, DE&I leads from across the business and employee resource groups. As a result of their input, all first-round applications undergo employee peer review, which has become one of the most important components of the programme.

i Read more about our Racial Equity Programme on pages 44 and 47

SUPPORTING OUR EMPLOYEES TO PLAY THEIR PART

We know employees want to work for a company that is willing to stand up for the issues they care about.

As part of our Racial Equity Programme, WPP committed in June 2020 to match personal donations by employees to several non-profit organisations up to \$1,000 per person, to a total of \$1 million (see page 44).

In December, we announced our partnership with the World Health Organization, to create the \$5 vaccine (\$5V) campaign, which calls on people to spend the price of a coffee on a shot that could save someone's life. WPP donated 10,000 vaccines on behalf of our clients and matched every \$5V bought by our own people (see page 46).

SUSTAINABILITY ENGAGEMENT

Across our agencies, a growing network of green teams are connecting sustainability enthusiasts to embed sustainability initiatives and drive change in their offices. In April 2021, on Earth Day, they played an active role in launching WPP's new net zero commitments.

The climate emergency is of growing concern to our people. During the year, agencies including GroupM, Hogarth and Landor & Fitch have developed training and tools to equip our people with knowledge around the science of climate change and give them practical tools with which to respond. This remains a priority in 2022.

44,000

participants in virtual CEO townhalls

1 million+

unique opens of CEO all-staff emails

1,000+

speakers on WPP TV across 126 episodes with 200,000 views

LABOUR RELATIONS

We support the rights of our people to join trade unions and to bargain collectively, although trade union membership is not particularly widespread in our industry. In 2021, around 4% of our employees were either members of a trade union or covered by a collective bargaining agreement (2020: 4%). We held 268 consultations with works councils, mainly in Europe (2020: 185).

We have made around 3,300 redundancies as a consequence of the Covid-19 pandemic and also as part of our transformation programme, as we merge and restructure some agencies. We consulted with our employees as appropriate and supported

affected people through our Employee Assistance Programme which includes outplacement in appropriate cases. We have also created an internal talent marketplace to try and ensure any open roles are filled by employees who have the right skills before recruiting for those roles externally.

In 2021, there were 35 cases against WPP agencies reporting through employment tribunals and other external channels (2020: 38). We resolved 29 cases, including some reported in previous years. Of these, eight were withdrawn, 17 settled, two judged against our agencies and two judged in our favour.

100%

employees with access to Employee Assistance programme

HEALTH, SAFETY AND WELLBEING

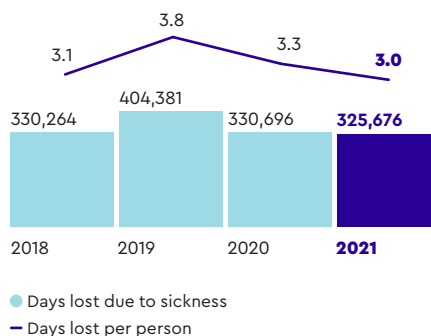
Supporting our people's physical and mental health and wellbeing is good for our people and good for business. Our companies are required to have a health and safety policy in place.

Our overall sickness absence rate in 2021 was 3.0 days per employee (2020: 3.3). This includes non-work-related illness and injuries, work-related illness and injuries, and occupational diseases such as work-related stress and ergonomic injuries. There were no work-related fatalities in 2021.

Health and safety data is collected locally. In 2021 inconsistencies were identified in how this data is defined and collated. We are working to improve consistency and, once remediated, aim to include health and safety data in scope for independent limited assurance in future.

In 2021 WPP strengthened its crisis management and business resilience (CMBR) measures through the launch of a centralised CMBR unit, which coordinated the Company's response to the Covid-19 pandemic and to extreme weather and political events that caused disruption to our operations.

DAYS LOST DUE TO SICKNESS



MENTAL HEALTH

Work-related stress is one of our main – and growing – health and safety hazards.

With the challenges of the pandemic and injustices around the world impacting mental wellbeing, we launched our Mental Health Allies programme, providing mental health training to 500 leaders, HR professionals and employees across the UK and United States. We will expand into more regions in 2022.

Our Employee Assistance Programme covers all our people around the world and is designed to help employees manage and prevent challenges so they can stay healthy in their work life and personal life. The programme is a 24/7 service for employees and eligible family members that provides access to free confidential counselling and support, as well as resources on topics such as managing stress, dealing with loss and referrals to local financial or legal help.

INDIA COVID RELIEF FUND

In 2021, the pandemic had a terrible impact on our 8,000 people in India, with many of our colleagues and their families directly affected. Given the severity of the situation, WPP established a dedicated Covid Relief Fund to provide direct support for colleagues and their families in India, and our wider communities.

Support for our people included: helpdesks for information about resources and services including hospitals and testing locations; access to 24/7 ambulance services across 100 cities; access to oxygen concentrators; as well as running a vaccination drive across all the cities we operate in.

Through the WPP India Foundation, we were also able work with its long-established charitable partners to provide targeted support to communities most in need of help. We encouraged colleagues around the world to donate to these local charity partners, matching every donation made.

